

Relationship Team Status

January 19, 2011

Relationship Team

- The Relationships Subgroup is developing a path to help Code 400 realize the Flight Projects Directorate desired future as a trusted, collaborative and high performing partner in all interactions with customers, stakeholders and employees, by June 2011.
- Based on feedback from interviews in Spring 2010, the Relationships Subgroup concluded that the desired future could be achieved by establishing and maintaining clear organizational Roles, Accountabilities and Authorities (or RAAs) throughout the directorate, and by observing key Operating Standards. We established two working groups to develop a strategy with milestones and metrics to fulfill and measure the desired future.

Relationship Team

The Operating Standards Working Group (OSWG) developed the following nine FPD Operating Standards. It is the belief of the Relationship Team that these Operating Standards, when followed, will lead to breakthroughs in relationships and consequently, job performance and job satisfaction. The OSWG is also exploring options to facilitate and train employees to appreciate and embrace these operating standards, as well as determining appropriate measures so we will know if we are meeting the desired outcomes (next slide.)

1. We Listen for Others' Needs, Commitments and Shared Interests
2. We Are Open in Communication
3. We Make or Accept Clear Requests and Offers
4. We Honor Agreements
5. We Stop Blaming and Complaining and Offer Solutions
6. We Express Authentic Appreciation
7. We Get Out of the Stands And On The Field
8. We Accept Obstacles As Part of the Game
9. We Operate with Diversity as Central to Our Success

Relationship Team

Measuring the Operating Standards: The OSWG determined that the 4-D Systems approach would be an effective measurement tool since the nine FPD Operating Standards map closely to 7 of the 8 behaviors measured through the 4-D assessments. Following is the mapping:

(4D) Express Authentic Appreciation: (400 O.S.) We Express Authentic Appreciation

(4D) Address Shared Interests: (400 O.S.) We Listen for Others' Needs, Commitments and Shared Interests

(4D) Appropriately Include Others: (400 O.S.) We Operate with Diversity as Central to our Success

(4D) Keep all your Agreements: 3 Operating Standards are mapped here:

a. (400 O.S.) We Are Open in Communication

b. (400 O.S.) We Make or Accept Clear Requests and Offers

c. (400 O.S.) We Honor Agreements

(4D) Reality Based Optimism: (400 O.S.) We Accept Obstacles As Part of the Game

(4D) 100 Percent Commitment : (400 O.S.) We Get Out of the Stands And On The Field

(4D) Resist Blaming and Complaining: (400 O.S.) We Stop Blaming and Complaining and Offer Solutions

Relationship Team

- **The Roles, Accountability and Authority (RAA) Working Group**, the RAAWG was chartered to generate a new RAA format designed to clarify roles, authority, and accountabilities. After several discussions with OHCM organizational and RAA development experts the working group concluded that the current approach would not help and in fact would likely become a burden to the organization. Coincidentally, the OSWG provided valuable lessons learned regarding the 4-D Systems approach that we could leverage. Specifically, that the 8th 4-D behavior directly maps to clarity of RAAs. So the RAAWG refocused on a strategy for measuring and, if necessary, improving RAAs in our organizations. Code 401 and the GOES-R Ground Segment Project (GSP) has agreed to "test run" the process by initiating a 4D assessment. Lessons Learned will be incorporated back into the overall approach.

Relationship Team

Overall approach to measuring and managing improvements: An organization lead (divisions, programs, projects, etc) contacts 4-D Systems to schedule a Team Assessment. The initial assessment provides the baseline measure. The organization lead can include members outside his/her organization as part of the assessment. The 4D staff can provide recommendations on who should be included.

The assessments will be scheduled as 4-D resources allow. Before the survey commences, the organization lead sends an e-mail to the individuals participating in the self assessment advising individuals about the assessment and providing the mapping between the Operating Standards and the 4D Behaviors. This e-mail also emphasizes the importance of providing comments, especially those that pertain to the Operating Standard, throughout the survey. A sample e-mail has been drafted.

Relationship Team

When the survey closes, the 4-D team member out-briefs the organization lead and will help identify focus areas for improvement over the following several months. Then, the organization lead schedules a time to review the results with the full team that participated in the assessment. This meeting not only informs the team, but also allows team discussion to understand and clarify the results.

The organizational lead determines specific activities needed for improvement. The manager may work with a 4D consultant to address improvements. This may or may not include a workshop. An alternative is to coordinate with OHCM for assistance in conducting targeted workshops or training. If after a follow-up assessment there's no improvement, then a workshop with individual assessments may be advised.

4-D offers 3-day workshops that are co-sponsored by NASA Headquarters so there is some cost to the organization who requested the workshop. The 4-D workshops require each individual in the organization to get a 360-degree assessment and the workshop is tailored based on the team assessment and individual assessments.